



DEPARTMENT OF THE NAVY  
OFFICE OF THE CHIEF OF NAVAL OPERATIONS  
CNO EXECUTIVE PANEL  
WASHINGTON, DC 20350-2000

IN REPLY REFER TO  
28 July 1993

Dr. Joshua Lederberg  
Rockefeller University  
Suite 115  
1230 York Avenue  
New York, New York 10021-6399

Dear Dr. Lederberg,

The enclosed article by Admiral Kelso was recently forwarded to the editor of Foreign Affairs magazine for publication. With a brief historical sketch of the Maritime Strategy we have left behind, Admiral Kelso outlines our shift to the littoral "...From the Sea" strategy and how this impacts on the future of the Navy. Addressing the role of all major warfare areas within the new strategy, he also identifies the important budgetary and infrastructure concerns that must be met in order to successfully implement it.

The article presents a comprehensive explanation of the Admiral's thinking and I believe it is useful background for the upcoming Plenary meeting and discussions with the Admiral.

Sincerely,

M. F. MARTUS  
Captain, U.S. Navy

Enclosure